

2023 OPERATING BUDGET_Departmental Submissions_03.23.2022

	A	B	C	D	E	F	G	H	I
			FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2023
			ACTUAL	ACTUAL	ACTUAL	ACTUAL	TM ADOPTED	REQUESTS	PROPOSED
3	SELECTMEN/TOWN ADMINISTRATOR 01121/01129								
4									
5	<i>Personnel Services</i>								
6		Salary Town Administrator	\$144,000	\$148,320	\$152,770	\$158,977	\$170,984	\$175,255	\$175,255
7		Salary Department Head	\$70,038	\$73,001	\$77,105	\$77,150	\$84,704	\$85,928	\$85,928
8		Salary Economic Dev/Planner		\$0	\$28,535	\$38,635	\$43,518	\$42,148	\$42,148
9		Wages Clerical	\$14,538	\$18,484	\$21,501	\$20,807	\$44,865	\$35,549	\$48,423
10		Longevity	\$650	\$750	\$850	\$850	\$850	\$850	\$850
11		Wages Clerical OT	\$852	\$534	\$980	\$2,042	\$923	\$900	\$900
12		Sick Leave Buy Back	\$7,049	\$5,413	\$2,200	\$6,045	\$6,600	\$4,000	\$2,000
13									
14		Total	\$237,126	\$246,501	\$ 283,942	\$ 304,506	\$ 352,443	\$ 344,630	\$ 355,504
15									
16	<i>Expenses</i>								
17		Physical Exams	\$4,575	\$2,800	\$3,938	\$6,174	\$3,000	\$3,000	\$3,000
18		Annual Audit							\$37,000
19		Maintenance Contract*	\$10,354	\$10,412	\$12,428	\$11,705	\$12,000	\$0	\$0
20		Printing	\$870	\$59	\$554	\$0	\$0	\$0	\$0
21		Supplies and Expenses	\$64,489	\$8,257	\$2,149	\$3,875	\$6,000	\$6,000	\$6,000
22		Telephone	\$12,792	\$11,720	\$17,587	\$19,424	\$19,200	\$19,200	\$19,200
23		Postage	\$1,818	\$1,785	\$1,127	\$2,002	\$1,500	\$1,800	\$1,800
24		Copy Machine Supplies	\$1,371	\$1,342	\$754	\$1,134	\$1,300	\$1,400	\$1,400
25		Advertising/Postage	\$675	\$1,693	\$1,739	\$1,855	\$1,500	\$1,300	\$1,300
26		Dues and Subscriptions	\$3,606	\$4,272	\$3,939	\$3,924	\$4,120	\$4,500	\$4,500
27		Meetings	\$4,524	\$2,505	\$5,035	\$1,236	\$4,350	\$4,350	\$4,350
28		Equipment	\$1,000	\$0	\$381	\$0	\$1,000	\$1,000	\$1,000
29		Administrative Expenses	\$1,615	\$1,615	\$1,631	\$1,615	\$1,615	\$1,615	\$1,615
30		Auto/Mileage Reimbursement	\$5,065	\$5,959	\$5,319	\$6,033	\$5,200	\$5,200	\$5,200
31		Consulting Services		\$39,023	\$21,595	\$0	\$5,000	\$5,000	\$0
32		Police Details	\$2,042	\$2,688	\$2,290	\$2,999	\$3,000	\$3,000	\$3,000
33									
34		Total	\$114,796	\$94,129	\$80,466	\$61,976	\$68,785	\$57,365	\$89,365
35									
36	TOTAL BUDGET		\$351,923	\$340,630	\$364,408	\$366,482	\$421,228	\$401,995	\$444,869
37									
38	*copier contract payments moved to Town Buildings								

DEPARTMENT: Select Board/Town Administrator

BUDGET NARRATIVE**Description of Department Function**

The Executive Office of the Town of Millis is made up of the Select Board and Town Administrator. The Select Board is recognized by the General Laws of the Commonwealth of Massachusetts as the Town's body of chief elected officials with the authority to enact rules and regulations establishing Town policies not otherwise governed by bylaw, Town Charter, or by statute. The Board is composed of three members who are elected to staggered three-year terms. The powers and duties of the Select Board include appointing the Town Administrator, Town Counsel, Town Auditor, Finance Director, various boards, committees, commissions and the ratification of appointments made by the Town Administrator.

The Town Administrator is appointed by the Select Board and is the senior appointed officer of the Town. The Town Administrator, assisted by the Operations Support Manager and clerical staff, is responsible for managing day-to-day operations of municipal government as outlined in Article III of the Town Charter as well as Article V section 27 and Article XIII of the Town General Bylaws. The Town Administrator appoints and removes department heads, subordinates and employees, and members of certain boards and commissions for which no other method is provided in the Town Charter or general laws. The Town Administrator works closely with the Select Board to develop and implement policies and goals for the efficient and effective administration of Town government.

Programs and Sub-Programs

Collective bargaining and labor relations
Worker's Compensation and Police/Fire Injured on Duty claims management
Insurance Administration
Manage and update Personnel Plan; maintain personnel files
Oversee Procurement and provide assistance to departments
Promote Economic Development
Direct & Coordinate Town operations
Provide citizen assistance & information
Legislative advocacy
Select Board support & relations
Alcohol Licensing, Common Victualler Licensing and other licensing as required
Board & Committee Appointments
Operating budget development & implementation
Capital improvement program development and implementation
Strategic planning & fiscal policy development
Prepare Town meeting warrants and Annual Town Report
Administrative oversight of municipal law department
Administrative oversight of building maintenance

Accomplishments

List of Accomplishments

- Worked collaboratively with the Board of Health and other Town departments to manage the overall COVID-19 response
- Conducted work on enterprise funds review within the Department of Public Works
- Participated in several Tri-Board meetings to discuss town-wide operational and budgetary
- Expended \$729,000 of the CARES Act funds to address COVID-19 related costs
- Negotiated and executed collective bargaining agreements with Fire Union and SEIU
- Negotiated successor employment agreements with the Library Director and Finance Director
- Successfully completed the construction of the DPW Building Project
- Processed and supervised insurance claims for, and the renovation of, four rooms at the Veterans Memorial Building
- Implemented Community Electrical Aggregation for the Town
- Initiated a classification and compensation study for most employees at the Veterans Memorial Building and Library
- Purchased 23.13 acres of land through MGL c. 61 located at 377 Village Street
- Hosted an intern from the UMASS Graduate Program at the Town Administrator/Select Board's Office for a period of ten weeks
- Approved a remote participation policy for Town Boards and Committees
- Conducted a planning study of the town center through a grant from the Urban Land Institute
- Enlisted Kleinfelder engineering firm to design an advanced water treatment plant at wells 1 & 2 in response to the new DEP PFAS standards
- Established IT Director position and hired first Director
- Established Teen Coordinator position and hired first Coordinator
- Enacted a change to the Senior Work Off Program to increase maximum tax credit allowed
- Successfully managed and allocated marijuana impact funds to a wide variety of departments impacted by our marijuana retail establishment

FY22 Departmental Goals

- Continue to provide effective COVID-19 impact management to support public health and municipal service delivery.
- Develop a comprehensive senior services delivery model to compliment the development of the senior center facility proposal.
- Provide appropriate project oversight for major capital projects (DPW Facility, Lansing Millis Building, Senior Center).

- Create an enhanced model for Water/Sewer/Stormwater enterprises governance; including cost allocation methodology, asset management process, capacity management, regulatory compliance, impact on economic development, and rate setting policy.
- Improve communication and citizen engagement efforts to maximize the value of technology resources. Focus activity by articulating realistic implementation plans and resource identification.
- Promote continuous improvement in service delivery, implementation strategies and overall accountability. Through collaborative efforts with the school and municipal officials, develop priorities for introducing shared services across appropriate Town functions including IT, HR, Buildings and Fields.
- Continue commitment to formalize the role of the Tri-Board team in revenue sharing and annual budget development.
- Support on-going activities to implement the Housing Plan, Open Space Plan and economic development efforts.

Spending Highlights for FY23
(see attached)

Non-tax Funding

The department generates revenue for the General Fund through permit and licensing fees and grants as awarded.

01129510 - SELECTMEN/ADMINISTRATION
FORM 2
FY2023 Payroll Budget Calculation Worksheet

	Current Grade	Step At S.O.Y.	Weekly Hours	Step Date	Weeks At 1st Rate	Weeks At 2nd Rate	1st Rate	2nd Rate	1 Full Day Hours	Wages 1st Rate	Wages 2nd Rate	1 Full Day Wages	Base Dollars For FY2023	Longevity	Total Dollars For FY2023
Michael Guzinski	Contract		40.00	7/1	52.000	0.000		\$ -		\$ 175,254.50	\$ -	\$ -	\$ 175,254.50	\$ -	\$ 175,254.50
Bouret 8/25/08	12	8	40.00	9/15	11.000	41.000	\$ 1,624.40	\$ 1,660.00	8.00	\$ 17,868.40	\$ 68,060.00	\$ 324.88	\$ 85,928.40	\$ 850.00	\$ 86,778.40
Bob Weiss (Econ Dev) 9/7/19	12	10	19.00	7/1	13.000	39.000	\$ 810.54	\$ 810.54	3.80	\$ 10,537.02	\$ 31,611.06	\$ 162.11	\$ 42,148.08		\$ 42,148.08
Canesi 7/1/18	6	6	27.00	7/1	52.000	0.000	\$ 25.32	\$ 25.32	0.00	\$ 35,549.28	\$ -	\$ -	\$ 35,549.28		\$ 35,549.28

Reflects a 3% increase. 1.5% increase with additional 1.0% could be decided by the Select Board per contract

% Increase to PP

0% increase to SEIU contract end 6/30/2022

\$ 338,880.26	\$ 850.00	\$ 339,730.26
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01129510-511001 Salary TA \$ 175,254.50
01129510-511000 Salary DH \$ 85,928.40
01129510-511006 Economic Dev/plan \$ 42,148.08
01129510-511010 Wages Clerical \$ 35,549.28
01129510-513300 Wages Clerical OT \$ 1,000.00
01129510-515000 Longevity \$ 850.00
01129510-515120 Sick Leave Buy Bk \$ 6,600.00

\$ 347,330.26

\$ 10,533.00 Marijuana Impact Request for addn'l hours

DEPARTMENT HEAD/DATE

TOWN OF MILLIS FISCAL YEAR 2023 BUDGET						Form #3
<u>STAFFING HISTORY</u>						
Department: Executive Office						
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Position	FTE	FTE	FTE	FTE	FTE	FTE
Town Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Operations Support Manager	1.00	1.00	1.00	1.00	1.00	0.00
Department Assistant II	0.45	0.45	0.45	0.45	0.875	0.775
Economic Development & Planning Dir.	0.00	0.00	0.00	0.48	0.48	0.48
Asst Town Administrator/HR Manager	0.00	0.00	0.00	0.00	0.00	1.00
Department Assistant I	0.00	0.00	0.00	0.00	0.00	0.45
SUBTOTAL/TOTAL						

TOWN OF MILLIS Executive Office
FISCAL YEAR 2023 BUDGET

FORM #5

EQUIPMENT DETAIL

DEPARTMENT:

CODE	DESCRIPTION	# OF UNITS	VALUE OF TRADE	NEW OR REPLACE	BUDGET REQUEST
	n/a				
					0



TOWN OF MILLIS

Peter C. Jurmain, Chair
Erin Underhill, Vice-Chair
Craig Schultze, Clerk

OFFICE OF THE SELECT BOARD AND TOWN ADMINISTRATOR

Veterans Memorial Building
900 Main Street • Millis, MA 02054
Phone: 508-376-7040
Fax: 508-376-7053

Michael Guzinski
Town Administrator
mguzinski@millisma.gov

Karen M. Bouret
Operations Support Manager
kbouret@millisma.gov

Date: February 02, 2022

To: Select Board

From: Michael J. Guzinski, Town Administrator

Re: Select Board/Town Administrator's Office Proposed Re-organization

After almost five years serving as the Town Administrator for the Town of Millis, it has become increasingly clear to me that in order to effectively administer the overall functions of this office, and meet the growing service demands of the Town, it's necessary to make adjustments to its organizational structure.

The current staffing of the Executive Office is as follows:

Town Administrator	40+ hours/week
Operations Support Manager	40+ hours/week
Department Assistant II	35 hours/week
Planning/Economic Director	19 hours/week

The day to day administrative workload of this office has been steadily increasing as the Town's population and the required level of service being provided has been increasing, creating an unrealistic and unmanageable situation.

The Town's lack of several key municipal positions (which have become standard in most area towns), as I have pointed out in several previous budget cycles, continues to escalate the level of potential liability to the town, its staff and its property. The positions that I'm specifically referring to are that of Human Resources Manager and Facilities Manager. Up until this point these positions

have, by necessity, been continually deferred as a result of the Town's limited resources being directed to other much needed services (police officers, firefighters, DPW employees, IT Director).

The management of the current workload without the appropriate level of staffing has added significant burden to the current staff which at times has caused oversights, things "falling through the cracks", which could place in the Town in jeopardy. Most of the surrounding communities either have these dedicated positions on staff, or are in the planning stages to do so.

After carefully examining the current staffing level, and the administrative needs of the Town, and in reviewing the least costly path to effectively improving this situation, I am proposing the following staffing adjustments:

Department Assistant I

(Job Description Attached)

Add an 18 hour/week Department Assistant I position to work with Board/Committee Chairs in the creation and posting of meeting agendas, the distribution of meeting materials, and the recording of minutes for the Select Board, Finance Committee, Capital Planning Committee, and other boards/committees as assigned. The position would also conduct other regular clerical functions within the Select Board/Town Administrator's office.

Department Assistant II

Reduce the weekly hours of the Department Assistant II from 35 hours down to 31 hours. The Department Assistant II would continue to handle all bills/payroll, CORI checks, Notary duties, Annual Town Report, etc.

Assistant Town Administrator/Human Resource Manager

(Job Description Attached)

Elevate the position of Operations Support Manager to Assistant Town Administrator/Human Resources Manager. By adding a Department Assistant I position and removing the role of Facilities Manager (see Town Buildings) from the Assistant Town Administrator, this position would be able to add the much needed role of a Human Resources Manager for all municipal departments. This would greatly lessen the Town's liability in this area and would allow the Town Administrator to focus more attention to the broader strategic issues confronting the Town.

<u>Proposed change of staffing in the Executive Office</u>		<u>Additional Cost</u>
Town Administrator	40+ hours/week	\$0
Asst. Town Administrator/HR Manager	40+ hours/week	\$*
Department Assistant II	31 hours/week	(\$4,063)
Department Assistant I	18 hours/week	\$18,140
Planning/Economic Director	19 hours/week	\$0

All of these changes would drastically elevate the administrative capabilities of the Town through the least costly avenue possible.

Although the final costs for these changes are still being finalized, there is no doubt that this proposed change will be far less than hiring a separate HR Manager at a salary of \$75-80,000 plus benefits.

*waiting for the results of a Compensation/Classification Study

DEPARTMENT: Executive Office

Budget Request Above Level Service**Title:** Department Assistant I Position**Description of Request:**

The addition of an 18 hour per week for a Department Assistant I position to the Executive Office is part of a broader reorganization of this department.
(see attached narrative)

This position will be responsible for recording the minutes of Select Board, Capital Planning Committee and other Boards as directed by the Town Administrator. The position will also assist with general office duties/administration.
(see attached job description)

Detailed Cost Impact:**\$18,140.00**

18 hours at \$19.38 per hour

Justification for Request

Attach copies of reports, master plans, or supporting documentation)

Town of Millis
Department Assistant/Minutes Taker

DEFINITION

Attends and/or records Select Board, Capital Committee and Finance Committee meetings to record and transcribe meeting minutes. May set up Zoom and/or other recording devices prior to start of meetings

SUPERVISION

Reports to the Town Administrator

JOB ENVIRONMENT

Performs work in typical office environment conditions or in various meeting locations. Office work to include answering phone calls, filing and assisting the public. The noise level in the work environment ranges from quiet to moderate in the office and meeting rooms. May spend extended periods operating office equipment including but not limited to computer, digital recorder, telephone, and photocopier requiring eye-hand coordination and finger dexterity. Regular lifting and carrying of files, documents, records, etc. The work day often involves periods after normal office hours and the work schedule will be flexible

Works with minimum supervision with a high level of accuracy and attention to detail, requiring the ability to independently complete assigned tasks in accordance with the given deadlines. Has contact in person and by phone with Board and Committee members and town personnel.

Requires high degree of discretionary judgement . Errors in judgement and not keeping information in confidence could result in adverse public relations.

ESSENTIAL DUTIES/RESPONSIBILITIES

Transcribes meeting minutes in the prescribed format in a timely manner and accurate basis.

Works with Board and Committee Chairs to prepare and post meeting agendas as required by law and on the town website. Prepares and distributes agenda packets via email to Board and Committee members prior to meetings.

Types and distributes minutes for review. Strong attention to detail required for accuracy of spelling, grammar and punctuation.

Corrects and maintains a library of minutes and related information and posts on the website in a timely manner.

Performs related office duties as may be required or assigned by the town administration.

RECOMMENDED MINIMUM QUALIFICATIONS

Education and Experience: High School degree or GED equivalent. Town years of office experience. Experience in minute taking for public agencies helpful.

Critical Knowledge, Ability and Skills:

Knowledge of general office practices and procedures and Massachusetts Open Meeting Law.

Proficiency in Word.

Ability to follow instructions and complete tasks in timely fashion. Must be able to operate standard office equipment including copy machine, computer and telephone.

Must have ability to work independently with minimal supervision. Excellent organizational skills required.

Physical Requirements

Moderate physical effort is generally required in performing functions required to perform work. Position requires manual dexterity and ability to walk, bend and reach to complete basic tasks. Requires ability to stand, sit and/or walk for the greater portion of the work day. Ability to operate keyboard at efficient speed is necessary.

FISCAL YEAR 2023 BUDGET

Form #6

DEPARTMENT: Executive Office

Budget Request Above Level Service

Title: Assistant Town Administrator/Human Resources Manager

Description of Request:

(see attached narrative & job description)

Detailed Cost Impact:

TBD

Justification for Request

Attach copies of reports, master plans, or supporting documentation)

(see attached narrative)

Assistant Town Administrator/Human Resources Manager

Town of Millis

1. Summary Description

The Assistant Town Administrator performs complex professional, administrative, and management work in assisting the Town Administrator in daily administration of ongoing Town activities and advising the Select Board in discharging the duties of their office. The Assistant Town Administrator works closely with the Town Administrator to ensure the effective and efficient delivery of Town services. The Assistant Town Administrator serves as the Town Administrator in his/her absence. The position has access to considerable confidential and sensitive information, requiring the application of a sophisticated level of judgment. Errors could result in significant confusion and delay, continuing adverse effect on the Town's ability to deliver services, loss of municipal revenues, improper disclosure of confidential information, legal and financial repercussions, and/or adverse public relation.

2. Essential Functions

The essential functions for duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.

Assists the Town Administrator on a variety of broad-based management issues; assists in the planning, analysis and implementation of Town-wide projects and initiatives; participates in various working groups/committees; develops complex analytical reports; coordinates projects for the Town Administrator.

Advises Town Administrator, boards and committees on a wide variety of operational and administrative issues; ensures compliance with applicable federal and state laws, Town by-laws, Town policies and procedures and collective bargaining agreements. Assists with the coordination of municipal services under the jurisdiction of the Select Board.

Serves as a Town representative in a variety forums and venues; acts on behalf of the Town Administrator in his/her absence; serves as acting Town Administrator when so designated by the Town Administrator or Select Board.

Researches and analyzes current practices and trends in local government administration; prepares management reports, policy statements and other materials for consideration by the Select Board and other boards and committees. Attends all Select Board meetings, and other board/committee meetings, as assigned. Attends all Town Meetings.

General oversight of the dissemination of the Executive Office department budget, ensuring that the presentation of budget information is accurate, complete and consistent with the goals of the Town Administrator. Prepares departmental budget to the Select Board and Finance Committee for the upcoming fiscal year and provides assistance to departments and the Finance Committee at the direction of the Town Administrator. Coordinates the budget process with the Finance Department.

Shall act as the Town's Deputy Keeper of Public Records. Assists individuals who seek records to identify the records sought, assists the custodian of records in preserving public records, and prepares guidelines that enable requestors to make informed requests.

Manages the Town's social media presence. Monitors the maintenance of web content and social media accounts. Design, write, and format relevant content to ensure accounts are functional, accurate and up to date. Works with IT Director on website content and makes frequent updates to website and social media platforms.

Manages projects of varying degree of difficulty and complexity. Abilities necessary for the variety of projects include: analytical ability, negotiation skills, initiative, written and oral communication, and strong problem solving skills. Works independently in completing these responsibilities though at times may delegate some of the more routine tasks. Successful completion of the projects can result in a positive outcome for the Town. All projects are either requested by the Town Administrator or initially initiated by the individual with the approval of the Town Administrator.

Acts as the Town's Municipal Liaison to State Ethics Commission and as the Town's ADA Coordinator.

3. Supervision

As assigned by the Town Administrator, exercises direct supervision over specific town departments, department heads or town functions; develops and establishes departmental objectives and performance standards. The Assistant Town Administrator may be assigned responsibility for additional or different departments or operations depending on the Assistant Town Administrator's qualifications and the evolving needs of the Town.

Supervises Select Board and Town Administrator office staff, senior tax work-off participants; interns. Provides professional guidance to boards and committees.

4. Reporting Structure

Works under the general supervision and direction of the Town Administrator, and under the policy direction of the Select Board, in accordance with federal, state laws and bylaws, rules, regulations, policies and procedures of the Town. Duties require the ability to plan and perform operations; a variety of responsible and complex duties require a thorough knowledge of municipal operations and exercise of considerable judgment and initiative. Works independently and sets own daily work plan; situations not clearly defined by precedent of established procedures are referred to the Town Administrator.

5. Physical Environment

This is an office-based job in a dynamic municipal office, and work is generally performed under typical office conditions. The Assistant Town Administrator may frequently be required to work outside of normal business hours, and may be contacted at home to respond to important situations and emergencies. The Assistant town Administrator is required to attend Select Board meetings, all Town Meetings, and other evening and weekend meetings and events, as necessary. Some travel by personal automobile to neighboring towns.

While performing the duties of the Assistant Town Administrator, the employee is required to interact and communicate frequently with: the public; all Town boards, committees and officials; Town staff and employees; state, federal, county, district, and regional government officials, employees and staff; civic and community organizations; and/or third parties transacting business with the Town; operate standard office equipment including computer and keyboards, at efficient speed; and move throughout the municipal office buildings.

6. Education/Basic Knowledge

Bachelor's Degree in Public Administration, Political Science, Government, Business Management or some closely related field; Master's Degree preferred; a minimum of seven (7) to ten (10) years of progressively responsible experience as a municipal administrator; or an equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job.

7. Experience

Thorough knowledge of the principles and practices of public finance, budget management, personnel management, collective bargaining, and intergovernmental relations. Comprehensive knowledge of the functions of municipal government. General understanding of the interaction between local government, state government and federal government. General knowledge of Massachusetts General Laws as they apply to municipal government. Working knowledge of public administration, practices and general office procedures. Sufficient knowledge of emerging technologies and to recognize its value to the Town.

Ability to plan, organize and direct the preparation of reports, analyze problems, and formulate recommendations. Ability to speak and write effectively. Ability to establish and maintain effective working relationships with all town employees, board/committee members, officials and the general public. Ability to conceptualize and put into operations department and town-wide goals and objectives. Ability to plan, organize, evaluate and control the administration of town programs. Ability to prioritize multiple tasks, act decisively in emergency situations under considerable time pressure.

Excellent fiscal and supervisory skills. Skill as a strategic thinker experience in bringing divergent perspectives to agreement around key public policies and programs. Professional skills related to customer services. Skill in mediation, conflict resolution and leadership. Strong financial and budgetary skills and analytical skills. Advanced skill in utilizing a personal computer for word processing and spreadsheets.

CAPITAL PROJECT DETAIL SHEET

Project Title:	
Department:	Category:
<u>Description and Justification:</u> 	<p style="color: red; transform: rotate(-30deg); font-weight: bold;">Please send a photo depicting the capital request as a separate file. Do not drop it in to this template.</p>

RECOMMENDED FINANCING

	Source of Funds	Total Six -Year Cost	Estimated Expenditures by Fiscal Year					
			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
A. Feasibility Study								
B. Design								
C. Land Acquisition								
D. Construction								
E. Furnishings/Equipment								
F. Departmental Equipment								
G. Contingency								
H. Other								
TOTAL								

Source of Funds Legend

- | | | | |
|------------------------|-----------------|-----------------------------|-------------------------------------|
| (1) Operating Revenues | (3) State Aid | (5) EMS Revolving Fund Fees | (7) Sewer Enterprise Fund Fees |
| (2) Municipal GO Bonds | (4) Trust Funds | (6) Free Cash / Other | (8) Water Enterprise Fund Fees |
| | | | (9) Stormwater Enterprise Fund Fees |

